

To: Jones, Doug (MTO)[Doug.Jones@ontario.ca]
Cc: Kim, Michelle (MTO)[Michelle.Kim@ontario.ca]; Cheema, Raj (MTO)[Raj.Cheema@ontario.ca]; Powers, Amanda (MTO)[Amanda.Powers@ontario.ca]
From: Oliverio, Stefano (MTO)[/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=857CA0F0B9C34735A8386FEE6C94F2C3-OLIVERIO, S]
Sent: Thur 2/17/2022 5:40:00 PM (UTC-05:00)
Subject: RE: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers
[Police Checkpoints 417 Exit Ramps \(8 locations\) 220217-1030.jpg](#)

Hi Doug,

As discussed, see attached for map of planned ramp closures on Highway 417 in Ottawa. These were requested by the OPP. Some may just be established as police checkpoints, but situation continues to evolve in real time.

The closures were planned for 5pm – we're still waiting for confirmation if they are in place yet.

Sharing this update with MO as well.

Thanks,
Stefano

From: Jones, Doug (MTO) <Doug.Jones@ontario.ca>
Sent: February 17, 2022 3:59 PM
To: Oliverio, Stefano (MTO) <Stefano.Oliverio@ontario.ca>
Cc: Kim, Michelle (MTO) <Michelle.Kim@ontario.ca>; Cheema, Raj (MTO) <Raj.Cheema@ontario.ca>; Powers, Amanda (MTO) <Amanda.Powers@ontario.ca>
Subject: RE: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers

Thanks Stefano. The clarity around the Windsor issues is appreciated. It sounds like the City has the means to adjust barrier configuration as they determine given that the City is the Road Authority on this matter. Is that correct?

Doug

From: Oliverio, Stefano (MTO) <Stefano.Oliverio@ontario.ca>
Sent: February 17, 2022 2:46 PM
To: Kim, Michelle (MTO) <Michelle.Kim@ontario.ca>; Jones, Doug (MTO) <Doug.Jones@ontario.ca>
Cc: Cheema, Raj (MTO) <Raj.Cheema@ontario.ca>; Powers, Amanda (MTO) <Amanda.Powers@ontario.ca>
Subject: RE: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers

Hi Doug,

I just wanted to provide you with additional intel I received from the team on MTO's role with respect to the concrete barriers in Windsor, as well as request for tow truck support in Ottawa. Particularly with respect to Ottawa, situation remains fluid. **This will be discussed at our Ministry Action Group (MAG) meeting that is in the calendar for this afternoon at 5pm.**

Let me know if you'd like to discuss or have any questions. Not sure if you've heard anything further from the CAO or the Minister on this. I'll be providing the same info to MO to close the loop with them as well.

Thanks,
Stefano

City of Ottawa

Tow Truck Request

- OPP has requested up to total 10 heavy tow trucks to support their efforts.
- MTO has secured ten (10) tows which are making their way to Ottawa

General Status Update

- Staff have advised that police are finalizing an operational plan and hoping to implement some of it starting today. This is part of the joint incident command with OPP/RCMP/Ottawa Police to support additional resources as/if required.

City of Windsor

What is MTO's role with respect to requests to move the concrete barriers?

- Concrete barriers have been installed by the contractor upon direction by the OPP on roads that are under City of Windsor jurisdiction. MTO's role was only to facilitate and support the OPP. Any requests related to the concrete barriers should be directed to the OPP and the City of Windsor.

Are we aware of any short- to medium-term plans from OPP/Windsor Police to maintain security at the Ambassador Bridge/Windsor area?

- It is understood that the concrete barriers have been installed by the OPP to better manage future risk of vehicles being used for blockade/ disruption of cross-border movement of people and goods. Other than that, we are not aware of operational plans of the OPP/ Windsor Police.

Confirmation that we received in writing a request from the City of Windsor for the invoices for the concrete barrier.

- Confirmed. Windsor Police have provided a written request asking for the Contractor's contact for them to obtain the invoice for the concrete barriers.

Engineering Responsibility:

- Any temporary or permanent construction work that has the potential to impact public safety needs approval/ sign-off by a Professional Engineer who represents the Road Authority.
- The Temporary Concrete Barrier (TCB) installation is considered temporary construction work and it is understood that the City of Windsor would be the "Road Authority".
- In order to ensure public safety and also to ensure that there is no adverse impact on other routine operations such as maintenance, snow clearance etc., it is essential that the Road Authority review and approve the placement of the TCB and also assume all responsibility related to the TCBs. For instance:
 - Ends of TCB runs may require to be flared or the installation of temporary energy attenuator terminals.
 - In order to not impede drainage, there may be need to provide drainage gaps in TCB runs or place TCBs such that catch basins are not covered.
 - Traffic signals of intersecting roadways where access is closed may require to be changed to permanent red for the intersecting roadway and permanent green for the main roadway.
 - Additional safety/ warning signs may be required at intersecting roadways where access is closed as well as along the main roadway where left-turn and right-turn is no longer permitted.
- If in the future there is a need to adjust the TCBs, MTO can ask [REDACTED] to do the same.

To: Oliverio, Stefano (MTO) <Stefano.Oliverio@ontario.ca>; Jones, Doug (MTO) <Doug.Jones@ontario.ca>
Cc: Cheema, Raj (MTO) <Raj.Cheema@ontario.ca>; Powers, Amanda (MTO) <Amanda.Powers@ontario.ca>
Subject: Re: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers

Hi Doug,
Mike Beaton just called me. He flagged that you and minister spoke earlier today at your 1:1 on the 5km barriers blocking east/west access for businesses - that business aren't happy. wondering if this was raised with minister or in your discussion with CAO of Windsor?

Mike's just looking for a status update so they can close the loop with the Mayor. We can check with Eric's team to see if they're hearing anything and our options but wanted to check with you first so we don't have conflicting info or duplicate any efforts.
Thanks!

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From: Oliverio, Stefano (MTO) <Stefano.Oliverio@ontario.ca>
Sent: Wednesday, February 16, 2022 5:45:02 PM
To: Jones, Doug (MTO) <Doug.Jones@ontario.ca>
Cc: Kim, Michelle (MTO) <Michelle.Kim@ontario.ca>; Cheema, Raj (MTO) <Raj.Cheema@ontario.ca>; Powers, Amanda (MTO) <Amanda.Powers@ontario.ca>
Subject: RE: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers

Hi Doug,

Thanks for the de-brief on this. I've provided responses to your questions below and well as some initial thoughts on coordinating a table with key stakeholders.

Let me know if you have any questions. We're continuing to get more information from the team in real-time, which I will continue to send your way.

Thanks,
Stefano

From: Jones, Doug (MTO) <Doug.Jones@ontario.ca>
Sent: February 16, 2022 2:25 PM
To: Oliverio, Stefano (MTO) <Stefano.Oliverio@ontario.ca>
Cc: Kim, Michelle (MTO) <Michelle.Kim@ontario.ca>; Cheema, Raj (MTO) <Raj.Cheema@ontario.ca>; Powers, Amanda (MTO) <Amanda.Powers@ontario.ca>
Subject: RE: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers

Hi Stefano,

I just spoke with CAO Jason Reynar. I was a very cordial call and following some brief discussion, there are two questions outstanding.

1. He asked about the cost of the concrete jersey barriers, with a concern about how much the City would be responsible to cover. I'm under the impression that the total cost for the installation, removal and rental of the jersey barriers will be covered 100% by MTO. Is that correct? I advised him that I would get back to him.

Latest intel from staff is that the City of Windsor has requested the invoices for the barriers and intends to pay the bill. No invoices from the contractor have been received to date. It is possible that (and this is what we are assuming) following the emergency situation, the City will reach out to the federal government and/or provincial government to cover all or part of the costs.

Once I get confirmation from staff, I will let you know to close the loop with the CAO (I understand we have this in writing). MTO will continue to support however, ensuring we are engaged with both the

City and the contractor (e.g. ensure fair price, etc.).

2. He had some questions about what enhanced security looks like in the short to medium term to ensure that the border isn't blocked again. It is understood that the positioning of the barrier was at the direction of police. We thought there may be value to have a small group to meet at an appropriate frequency to ensure that all parties/decision-makers have the full picture and that decisions are made with the benefit of complete knowledge. Five parties tentatively identified are MTO, SOLGEN, City of Windsor CAO office, OPP and Windsor City Police.

Throughout the emergency situation, MTO's role has always been supporting with SOLGEN as the lead. We continue to take action based on requests from the OPP. If there is an interest in facilitating a table with key stakeholders, I would suggest we engage SOLGEN and get their thoughts first, as well as seeing if they would lead it, particularly if the intent is to discuss short to medium term plans for enhanced security in Windsor area.

For the situation in Windsor at the Ambassador Bridge, MTO facilitated access to a supply of barrier walls to support the OPP's request for a barricade on Huron Church Road. MTO, having the relationship with the industry, found a contractor who was willing/able to deliver these services. It is up to the OPP and Windsor Police Services the location and duration of this barricade. There are liability considerations in play here as well, such as engineering responsibilities by municipal officials with reviewing the placement and location of barriers walls from a public safety lens.

Operations Division (Eric and his director) has a direct line of communication in with the OPP Deputy Commissioner responsible for the situation, so that may be a good avenue for communication to get a sense of the OPP's future plans.

Please get back to me on the cost question and I'd appreciate your thoughts on the suggestion to coordinate between all critical stakeholders.

Thank you

Doug

From: Jones, Doug (MTO)
Sent: February 16, 2022 1:44 PM
To: Oliverio, Stefano (MTO) <Stefano.Oliverio@ontario.ca>
Cc: Kim, Michelle (MTO) <Michelle.Kim@ontario.ca>; Cheema, Raj (MTO) <Raj.Cheema@ontario.ca>; Powers, Amanda (MTO) <Amanda.Powers@ontario.ca>
Subject: RE: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers

Thanks Stefano. I'm online with a Cabinet agenda item at the moment and should be finished shortly. Are you available for a call in a few minutes?

Doug

From: Oliverio, Stefano (MTO) <Stefano.Oliverio@ontario.ca>
Sent: February 16, 2022 1:40 PM
To: Jones, Doug (MTO) <Doug.Jones@ontario.ca>
Cc: Kim, Michelle (MTO) <Michelle.Kim@ontario.ca>; Cheema, Raj (MTO) <Raj.Cheema@ontario.ca>; Powers, Amanda (MTO) <Amanda.Powers@ontario.ca>
Subject: RE: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers

Hi Doug,

I understand Minister raised some concerns related to the temporary concrete barriers and asked you to reach out to the City of Windsor. See below for contact information for Jason Reynar, CAO, as well as some topics that could be raised (although your intel may be more accurate at this point!). Also attached that you may find useful is a map of where the barriers are located on Huron Church Road (as you approach the Ambassador Bridge).

Jason Reynar, Chief Administrative Officer (CAO)

The Corporation of the City of Windsor

Phone: 519-255-6439

Desk Line: (519) 255-6100 ext. 6311

Email: caodept@citywindsor.ca

Some possible items that the City may wish to discuss are:

1. A change request to shorten the length of the barrier – OPP will determine the removal or adjustment of barriers
2. Ongoing media coverage that the barrier is an impediment to local business
3. Who/ how are the barriers paid for (Windsor Police asked for the invoice to be sent to the city)

The team is still working through the costing piece and will provide updates as we get more information from the OPP.

Let me know if you have any questions!

Thanks,
Stefano

Additional updates on request for temporary concrete barriers & tow truck support:

Barrier Update

Temporary Concrete Barrier Installation - Huron Church Road, Windsor (Northwood St to College Ave)

- [REDACTED] completed the installation of **1324** barriers by days end on Feb 15, 2022, (**728** from [REDACTED] and **600** from another contractor. OPP is leading this operation.)
- 14 Trucks operated on Feb 14, but only 4 made 2 trips. Progress was impacted by equipment breakdowns and traffic in the area.
- 22 trucks were scheduled to operate on Feb 15, but some truckers declined. More trucks will provide 2 trips on Feb 15th.
- [REDACTED] continues with the barrier installation until the remaining **282** barriers are installed today, Feb 16th.
- The **282**, number is an estimated number based on the information provided by the OPP and could change depending on which other roads the OPP decided to close.
- All the barriers are now expected to be delivered to Windsor by Feb 16th.
- [REDACTED] has been asked to review the barrier approach ends and if any end treatment work is required this will occur on Feb 17th.
- Duration that the barrier will be in place is still being discussed with [REDACTED] but estimated to be 30-60 days. Removal will be carried out by [REDACTED] and removal of barriers is included in the costs provided.

Tow Truck Request

General update on Tow Truck requests from OPP. It is expected to be paid for by OPP or feds, but MTO has been asked to assist with coordination. As we get more details, and if MTO is asked to procure/pay, we will keep you updated.

- Tow Trucks: OPP has requested up to total 10 heavy tow trucks to support their efforts.

- o MTO has secured five (5) tow trucks pending further details from the OPP.
- o MTO has also checked availability of an additional three (3) tow trucks to support the OPP's efforts.

From: Jones, Doug (MTO) <Doug.Jones@ontario.ca>
Sent: February 15, 2022 11:38 AM
To: Oliverio, Stefano (MTO) <Stefano.Oliverio@ontario.ca>
Cc: Kim, Michelle (MTO) <Michelle.Kim@ontario.ca>; Cheema, Raj (MTO) <Raj.Cheema@ontario.ca>; Powers, Amanda (MTO) <Amanda.Powers@ontario.ca>
Subject: RE: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers

That's great. Thanks Stefano. Please keep me informed when the estimate from the contractor comes in if there is a significant variance.

Doug

From: Oliverio, Stefano (MTO) <Stefano.Oliverio@ontario.ca>
Sent: February 15, 2022 11:36 AM
To: Jones, Doug (MTO) <Doug.Jones@ontario.ca>
Cc: Kim, Michelle (MTO) <Michelle.Kim@ontario.ca>; Cheema, Raj (MTO) <Raj.Cheema@ontario.ca>; Powers, Amanda (MTO) <Amanda.Powers@ontario.ca>
Subject: RE: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers

Hi Doug,

Just wanted to report back on this one. The cost estimate noted below is an internal MTO cost estimate as opposed to a quote from the contractor [REDACTED]

That being said, staff have advised that \$150 per metre (for temporary concrete barriers) is in line with industry standards and what MTO has paid previously. It also builds in some contingency.

The estimate from the contractor could come in lower, but given [REDACTED] will be sourcing work through subcontractors, we believe this to be a reasonable cost estimate.

Hope this is helpful! Let me know if any further questions.

Thanks,
Stefano

From: Jones, Doug (MTO) <Doug.Jones@ontario.ca>
Sent: February 14, 2022 5:14 PM
To: Oliverio, Stefano (MTO) <Stefano.Oliverio@ontario.ca>
Cc: Kim, Michelle (MTO) <Michelle.Kim@ontario.ca>; Cheema, Raj (MTO) <Raj.Cheema@ontario.ca>; Powers, Amanda (MTO) <Amanda.Powers@ontario.ca>
Subject: RE: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers

Thanks Stefano

I was just thinking about how to determine if the price quoted by [REDACTED] is reasonable. Are we able to easily obtain unit pricing for highway jersey barrier installation from the highway contracts team? I'd feel much more comfortable about the sole-source spend if we had some cost comparisons.

Thanks

Doug

From: Oliverio, Stefano (MTO) <Stefano.Oliverio@ontario.ca>

Sent: February 14, 2022 4:04 PM

To: Jones, Doug (MTO) <Doug.Jones@ontario.ca>

Cc: Kim, Michelle (MTO) <Michelle.Kim@ontario.ca>; Cheema, Raj (MTO) <Raj.Cheema@ontario.ca>; Powers, Amanda (MTO) <Amanda.Powers@ontario.ca>

Subject: Truck Convoy: Windsor-Detroit Crossing - Temporary Concrete Barriers

Hi Doug,

Further to my verbal update this morning, sharing some additional information on the temporary concrete barriers MTO was asked to help transport/install by the OPP. This work is required to support safe and efficient operations of the Windsor-Detroit crossing (Ambassador Bridge) as part of the provincial emergency. Formal documentation will be prepared (i.e. for procurement approval) and submitted in the next few days.

Additional Information:

- OPP has requested 6.4 km of Temporary Concrete Barriers (TCB) to support their efforts at the Windsor-Detroit crossing.
- Initial estimates that the cost for providing this barrier wall will be approximately **\$1.3M** (*see below for rough breakdown*).
- MTO staff reached out to several contractors without success. The only contractor who has been willing to support MTO is [REDACTED]
 - We are therefore recommending that the work be sole-sourced to [REDACTED] at this time. If we are able to secure other contractor(s), we will bring them in to assist/expedite this work.
 - [REDACTED] given this is an emergency situation, the OPS Procurement Directive allows us to proceed with the work and have the paperwork follow.

Request Breakdown:

- Estimated total number of temporary barrier walls is **1010** (acquired by MTO) and an additional **600** (acquired by City of Windsor)
 - [REDACTED] MTO contractor, supplied and installed **60** temporary barriers yesterday – Feb 13th
 - Feb 14th (today), [REDACTED] has 14 trucks transporting barriers to Windsor with about another **420** barriers to be installed hopefully Feb 15th.
 - Another 14 trucks are lined up for tomorrow to deliver/install the remaining **530**. They are also engaging subcontractors to support their effort to speed up the process.
 - **600** of another contractor's barriers are being installed by [REDACTED] as requested by OPP in Windsor beginning yesterday – Feb 13 and work continues to install these today.
- All the barriers are expected to be delivered to Windsor by Feb 15th.
- It is unclear at this point who will cover the cost of the 600 units acquired by the City of Windsor. The Province may decide to cover transportation and installation, in addition to our 1010 units.

Parametric Cost Estimate:

- Temporary Concrete Barriers – 6,400m @ **\$150 per m**: \$960,000
- Sunday, Feb 13 work:

- 4 trucks @ \$150 per hour for 20 hours: \$12,000
- 8 workers @ \$120 per hour (double-time) for 20 hours: 19,200
- Total: (4 trucks, 8 labour for 20 hours): \$31,200
- Total: \$1,020,400
- Total including 30% for contingencies, staff overtime etc.: \$1,329,120 (rounded to **\$1.3M**)
- Timing and cost to remove barriers still **TBD**.

NOTE: I am expecting information later this evening with respect to a recent ask of the OPP for help with tow trucks for confidential plans where vehicles may need to be removed. This could be an additional cost to MTO as well.

Let me know if you have any questions! I will share an update with the Minister's Office as well.

Thanks,
Stefano